

## 1. Vision and Common Values

### Our Vision:

Quality homes and excellent services for all – today and in the future

### Delivered through these Common Values:

- we listen, learn and work with customers, stakeholders and partners to improve how we work in the pursuit of excellence
- we encourage leadership and teamwork to identify and share progressive ideas
- we value our people's commitment and support their enthusiasm in achieving success
- we invest in the wellbeing of our customers and our people

## 2. History & Origins

CHA was established as a Registered Social Landlord (RSL) in 1987 by local volunteers, following an initiative by Clydesdale District Council concerned with the poor housing conditions in some remote villages and the shortage of housing for rent in the District. They also wished to halt the economic decline in the remoter areas and to help make them viable communities again.

Following initial improvements to housing in the villages of Leadhills, Tarbrax and Woolfords, CHA commenced a new-build development programme and to date has completed 36 projects in 15 towns and villages throughout rural South Lanarkshire. Since 1987 over £41m has been invested in the area through CHA funded through Government Grants and private finance. As at 31 March 2021 CHA has built or improved around 600 properties for rent and over 80 homes for low-cost home ownership.

A total of 173 Scottish Homes tenants in Lanark, Carluke, Rigside and Kirkmuirhill transferred their tenancies through large scale voluntary transfer to CHA over the period from March 2002 to November 2003.

At 31 March 2021 CHA had a housing stock of 742 rented properties and 16 shared ownership homes.

CHA has recently completed a project in Lanark that has delivered 4 new flats for social rent, new offices and a Community Hub. Part funded by Lanarkshire Leader, the Clydesdale Community Hub will provide a base for the outreach delivery of services and activities and a meeting base for groups to hire. CHA targets those in greatest housing need, a section of the community more likely to be affected by low income, unemployment, poor health and disabilities. CHA will work with a range of partners representing voluntary and public sector to offer services and support to be made available from the Hub which will target the most vulnerable residents. Joint initiatives will be in place to allow CHA make better referral routes for tenants and wider public with partner agencies that will use the base for services.

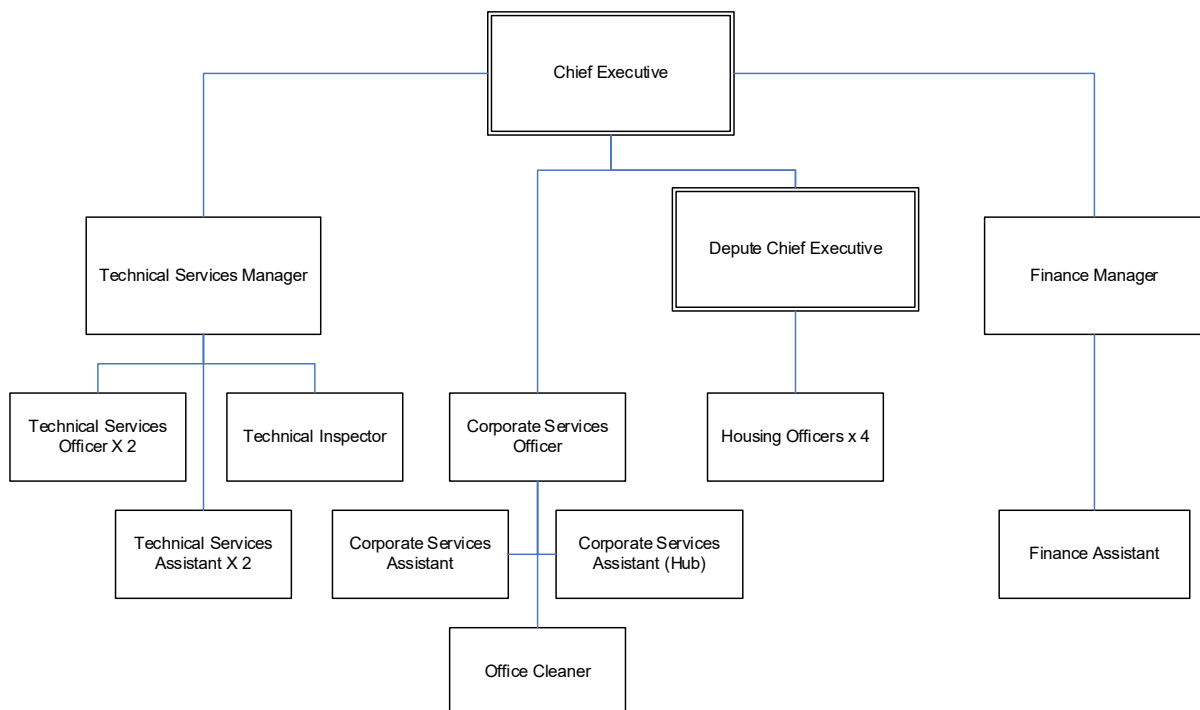
**Governance:** A voluntary Management Committee sets our future direction and monitors our performance. Elected by CHA’s membership, the Management Committee’ primary responsibilities are to:

- Lead and direct CHA’s work;
- Promote and uphold CHA’s values;
- Set and monitor standards for service delivery and performance with the aim of achieving good outcomes for CHA’s tenants and service users;
- Control CHA’s affairs and ensure compliance with the relevant legal and regulatory frameworks.

Management Committee members are required to annually sign their acceptance to CHA’s Code of Conduct for Governing Body Members. Committee members participate in an annual appraisal process which reviews and evaluates individual and collective performance, as well as identifying learning and development needs going forward.

Responsibility for the operational implementation of CHA’s strategies and policies is delegated to the Chief Officer.

**Staff:** We employ a staff team of 17 people who implement CHA policy operationally and support the Management Committee with strategic planning.



CHA is registered as a Social Landlord with the Scottish Housing Regulator (Registration No.93), a Scottish Charity (Registration No.SC 034228) and as a not-for-profit housing association under the Co-operative and Community Benefits Societies Act 2014 (Registration No.2237). With a long track record of excellent performance

and sound management, CHA has a 'low' regulatory engagement status with the Scottish Housing Regulator.

### **3. Our Performance**

CHA uses a performance management framework in order to identify key performance areas and compare actual performance against agreed targets.

Targets are set and agreed annually between the Chief Executive, Depute Chief Executive and staff responsible for that service area. Within a culture of continuous improvement, targets are set through a process that considers organisational priorities, CHA's recent performance levels, the performance of similar RSLs and the resources we need to perform well. Targets for Key Performance areas are presented to Committee for approval and regular performance reports are presented for Committee consideration.

Information on our performance is available on our website: [www.clydesdale-housing.org.uk](http://www.clydesdale-housing.org.uk)

### **4. Working with Key Partners**

CHA works with various partner organisations to achieve its Vision. These organisations include: South Lanarkshire Council; the Scottish Housing Regulator; Clydesdale Citizens' Advice Bureau; Department of Work and Pensions; our bankers.

Working with community and third sector organisations through the Clydesdale Community Hub will expand this list of key partners.

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## Clydesdale Housing Association Limited – Key Performance Indicators

Operational KPI Performance 2019/2020	CHA 2019/20 Target	CHA 2019/20 Result	CHA 2018/19 Result	2018/19 Rural Peergroup Average
Average non-emergency repair completion time (working days)	5.5	3.9	4.47	6.19
Average emergency repair completion time (hours)	3	2.6	2.49	2.63
Percentage of gas safety checks completed on time	100%	100%	100%	
Average time taken to re-let empty properties (calendar days)	15	12	26	16
Percentage of rent lost through properties being empty	0.65%	0.33%	0.62%	0.47%
Percentage of repairs completed Right First Time	95%	94%	91%	90%
Percentage of anti-social behaviour cases reported that were resolved on time	95%	95%	100%	89%
Rent collected as a percentage of total rent due	99.5%	101.6%	100%	99.6%
Gross rent arrears (all tenants) as a % of rent due	3%	2.5%	3.7%	